Headquarters U.S. Air Force

Integrity - Service - Excellence

Phase I Early Project Development Lessons Learned

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AF Center for Environmental

HQ AFCEE/HDP

Excellence

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Overview

- Project Life Cycle
- Organizational Roles and Responsibilities
- Project Preparation Process
- Privatization Support Contractor (PSC)
- Additional Lessons Learned

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Project Life Cycle
Housing Privatization Phases

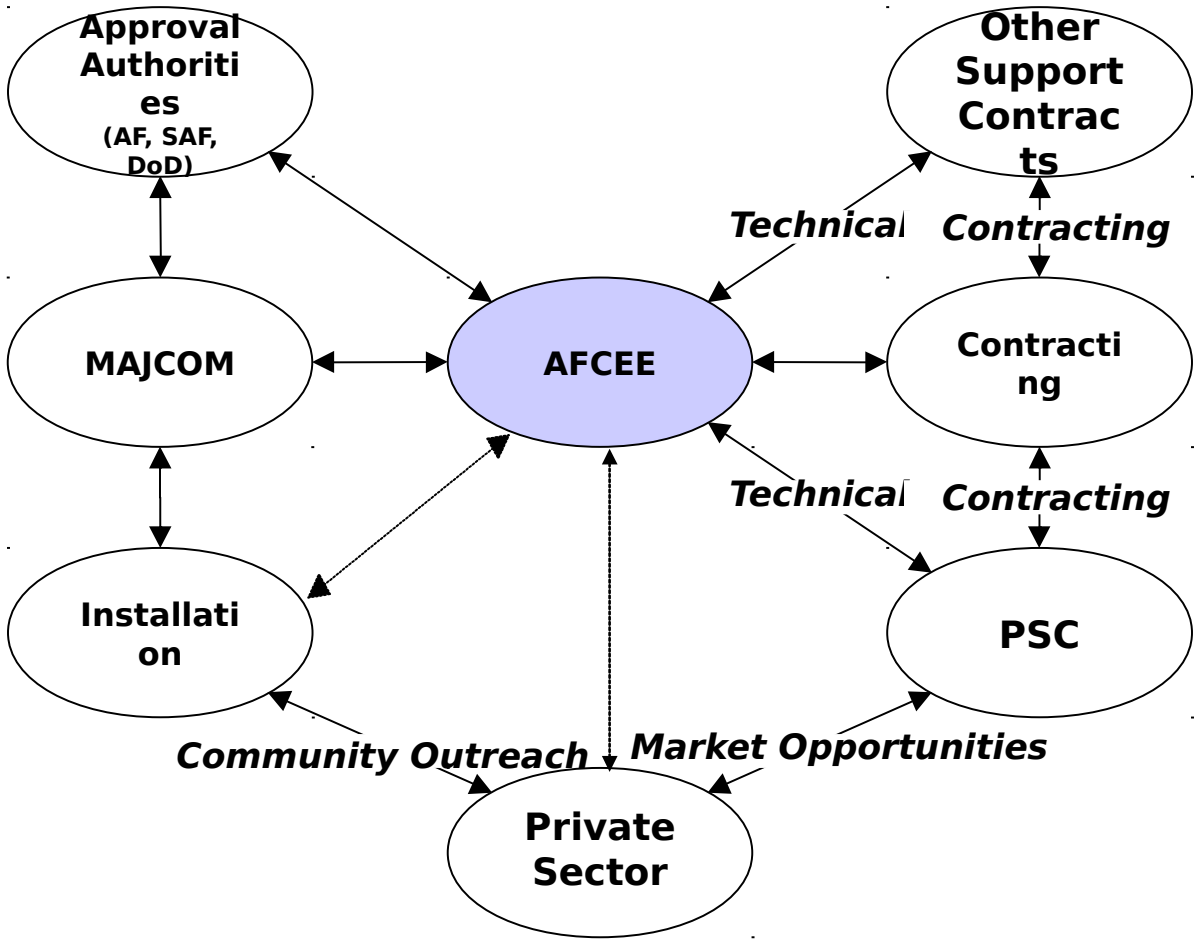
Initial project concept development

Activities

- **Housing Community Profile (HCP)**
- **Environmental Analysis**
- **Family Housing Master Plan (FHMP)**
- **Housing Requirements Market Analysis (HRMA)**
- **Pre-Site Orientation Visit [SOV](AFCEE)**
- **PSC Preparation**

Organizational Roles & Relationships

Formal Lines of Communication



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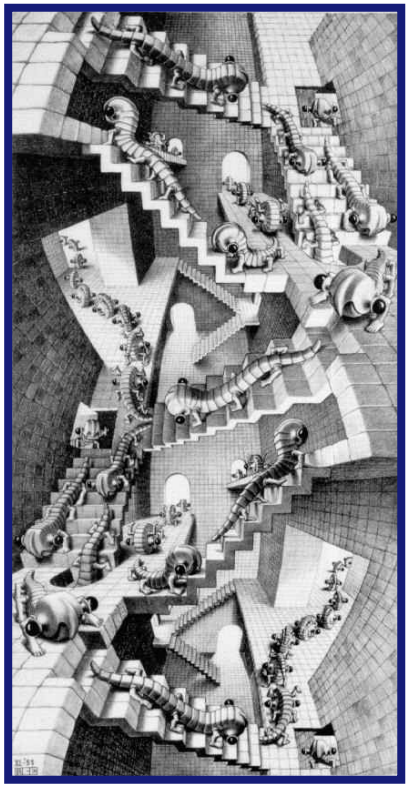
Project Preparation Process

Pre-Site Orientation

Base orientation to privatization process

- **Sponsored by AFCEE and MAJCOM**
- **Includes “Housing 101” Briefing to senior leadership**
- **Required Documents:**
  - **HRMA**
  - **HCP**
  - **FHMP**



http://run-down.com/images/gallery/stairs.jpg

Lessons Learned:

- Discuss project milestones
- PreSOV – critical start for projects

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Project Preparation Process

Project Management Plan (PMP)

Generic plan tailored to installation

- **Outlines**
  - **Roles and Responsibilities**
  - **Project Development Team (PDT) and Acquisition Support Team (ADT) Rosters**
  - **Generic Milestone Schedule**

http://rmc.library.cornell.edu/mozart/sketch/Sketch_of_finale_pic.htm

Lessons Learned:
Sign at Pre-SOV

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Project Preparation Process

Project Execution Schedule

- Milestone chart based on AFCEE notional schedule
- Outlines Base, MAJCOM, AFCEE and PSC milestone tasks
- Provide PM's with a planning tool
- Identify timing of critical tasks
- Ensure schedule is realistic
- MAJCOMs are responsible for the schedule

Lessons Learned:

- Schedule for a process – not a project
- Leadership is focused on the schedule. Be prepared to live with your dates

http://www.madblast.com/binladen.htm

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Project Preparation Process

PDT

- Identify PDT members
  - Civil Engineering/Housing
  - Legal
  - Contracting
  - Public Affairs
  - Finance
  - Services, Security Forces, Manpower …
- Identify roles and responsibilities
- Ensure commitment from each organization
  - Decision makers
  - Representatives

http://www.mackbrown-texasfootball.com/pages/archivepages/photo_gals.htm

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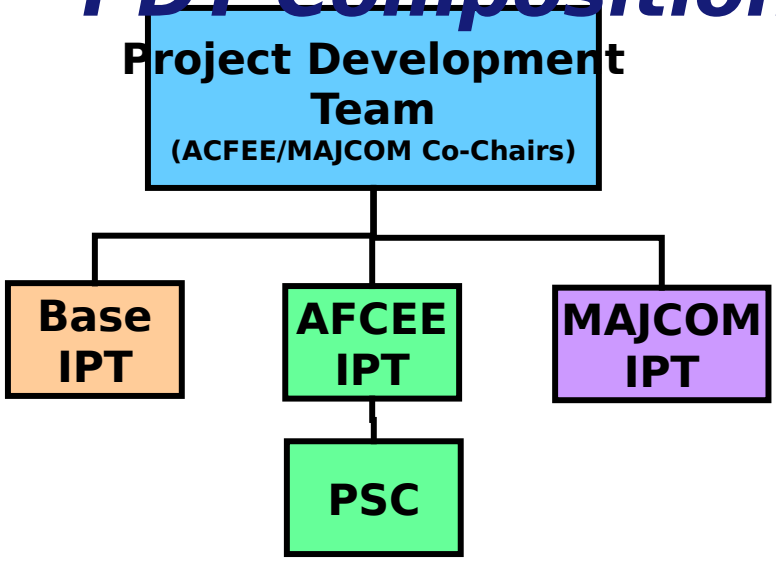
Project Preparation Process

PDT Composition

- Established in PMP for each project and most active during Project Definition
- Generally, co-chaired by the AFCEE Project Manager and MAJCOM Project Manager
- Membership includes the PSC
- Integrated Process Teams (IPTs) includes representatives from financial management, civil engineering, contracting, public affairs, and legal, others as required



Lessons Learned:

- Functional experts and DECISION MAKERS
- Meet with vital members only

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Privatization Support Contractor (PSC)

PSC Concept:

- AF has limited resources & experience in this field
  - No specialized manpower
  - Not a core business practice
- Commercial Market Concerns
  - These initiatives require significant up front investment
  - Time is money, therefore streamlining essential
  - Credibility & understanding of the market place a must

Lessons Learned: Understand PSC capabilities – often misunderstood

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PSC (cont.)

PSC Tasked to:

- Provide expert advice to PDT and Acquisition Support Team (AST)
- Match AF family housing requirements with real estate market opportunities
- Model financial concepts
- Develops solicitation documents with PDT input
- Market privatization initiatives
- Streamline the developer selection process
- Present assessment of offers and make recommendations
- Assist in closing of real estate transactions

Lesson Learned: PSC part of the team, not the enemy!

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Early PSC Requirements
Preparation For PSC

- **PSC will require data and support from installation**
  - **Housing trends (wait list, occupancy rates, etc)**
  - **BAH rates and demographics**
  - **Utility information**
  - **Base Comprehensive Plan (landscaping plan, site plan, etc.)**
  - **Community information**
  - **Environmental information**
- **Air Staff provides funding for MAJCOM/base staff support**
  - **Over hires**
  - **Contract Project Managers**
  - **Other contract support (EBS/EA, Metes and Bounds, Title II)**

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Contracted PSC Consultants

PSC	Location
Basile Baumann Prost (BBP) & Associates	Annapolis, MD
Ernst & Young (E&Y)	Washington DC
Jones Lang LaSalle (JLL)	Washington DC
Kormendi \ Gardner Partners (KGP)	Washington DC
PSC Military Housing Company (PSC-MHC)	Salt Lake City, UT

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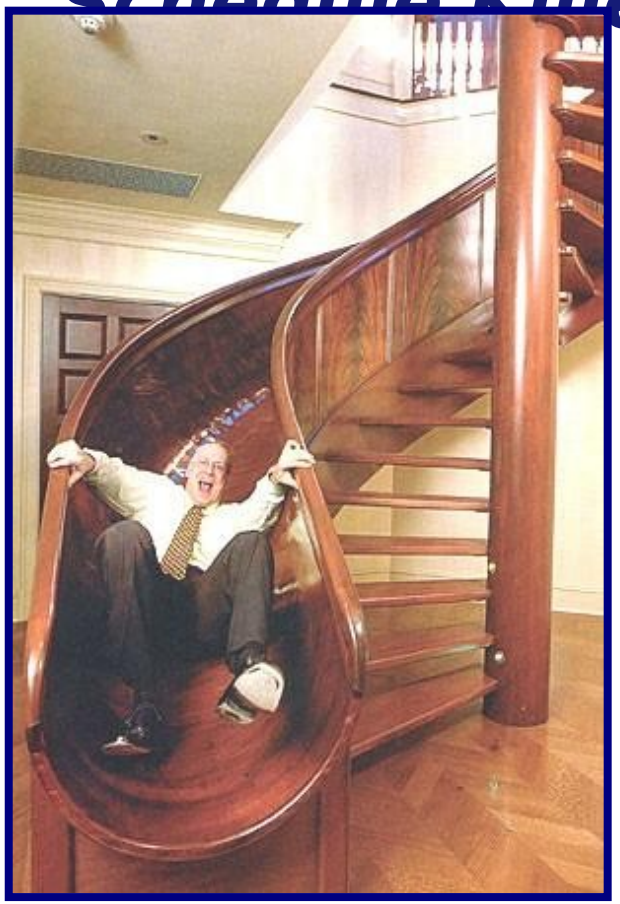
Additional Lessons Learned

Schedule Killers

- HRMA results should be final prior to engaging the PSC
- Changes in project managers can cause continuity problems
- PDT members should have a firm grasp of time/effort needs for the process
- Need decision makers on PDT
- Schedule meetings when you are ready
- Changes in scope and policy can impact schedule



http://www.jokesnfun.com/cartoons/326.jpg

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Additional Lessons Learned

PDT Challenges

- **Pre-Site Orientation Visit critical start for projects**
- **Identify project managers early**
- **Look for training opportunities**
  - **Lessons learned conferences**
  - **AFCEE training workshop**
  - **AFIT course**
  - **University of Maryland**
  - **Visit a base that has been privatized**

Questions?

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